

RACIAL EQUITY TOOLKIT WORKSHEET



OFFICE of EQUITY
and HUMAN RIGHTS
CITY OF PORTLAND



The City of Portland is committed to eliminating institutional racism in government and achieving racial equity in the community, so our city is a great place to live for all people and all generations from all communities. To do this, we must change City policy, programs, practices, and procedures. The Racial Equity Toolkit lays out a process and set of questions to assess impacts on racial equity and make changes.

The Racial Equity Toolkit (RET) is a set of steps with questions and resources to help you answer them. For brevity we refer to the object of analysis as a “proposal.”

1. **Set Equitable Outcomes.** Leadership communicates equitable outcomes to guide the analysis.
Purpose: Orient and commit the process to equity-focused goals.
2. **Collect and Analyze Data.** Research and collect data on racial disparities and identify those most impacted.
Purposes: Identify disparities and change the information informing the proposal.
3. **Understand Historical Context.** Research the history of racial injustice relevant to this proposal to better understand the root causes of disparities and which communities were impacted.
Purpose: Inform/change the analyst’s historical frame of reference.
4. **Engage Those Most Impacted.** Commit to more meaningful strategies for engagement, identify which communities of color may be impacted by the proposal, and engage impacted communities in decision-making and develop community ownership of the proposal.
Purposes: Change the user’s relationship with those most impacted, shift power, and change the information informing the proposal.
5. **Develop Racially Equitable Strategies & Refine Outcomes.** Identify who benefits and who is burdened, commit to strategies that advance racial equity or lessen unintended consequences, and refine the proposal’s outcomes.
Purpose: Create a proposal for change.
6. **Implement Changes.** Make a plan for implementation and identify what resources are needed to eliminate/decrease disparities and make necessary changes to the proposal.
Purpose: Establish commitment and support for changes.
7. **Evaluate / Accountability / Report Back.** Develop a system of evaluation including ongoing community partnerships and opportunities to make further changes.
Purpose: Create accountability and measure change.

The worksheet is to be filled out by the Project Team and signed by the bureau director. The RET manual provides context, instructions, definitions, and resources to complete the worksheet.

Title of proposal:

Short description of proposal (use more space if needed):

Staff Contact(s):

RET Timeline:

RET Resources (budget and staff time):

Step 1: Set Equitable Outcomes

1a. What are the intended equitable results (in the community) and what community indicators measure those results? These will likely change based on findings from steps 2-4.

1b. What are the intended equitable outcomes of your proposal and what performance measures will monitor the success of your proposal? These will likely change based on findings from Steps 2-4.

Step 2: Collect and Analyze Data.

2a. What are the racial demographics of those living, working, or socializing in the area impacted by the proposal (city, neighborhoods, city government)?

2b. What are the relevant disparities for communities of color (i.e. safety, housing, access to green space, jobs, wealth, transportation etc.)?

2c. What performance level data do you have available for your proposal? Is it racially disaggregated? This should include data associated with existing programs and policies.

2d. Are there data gaps? What additional data would be helpful in analyzing the proposal and how can you obtain it?

Step 3: Understand Historical Context

3a. What actions has your organization taken in the past that disproportionately harmed communities of color?

3b. Have communities of color been inequitably impacted or denied access by similar or related types of proposals in the past? Please describe.

3c. Will any historical disparities/impacts be a determining factor in the ability to benefit from this proposal? Please describe.

Step 4: Engage Those Most Impacted

Answer questions 4a-c before engagement then questions 4d-f afterwards. Look at previous recommendations produced by communities of color or resulting from engagement with them to avoid community fatigue.

4a. Which communities of color did Steps 2 and 3 identify as impacted or denied access?

4b. Select which type of engagement you will use based on the [IAP2 spectrum](#).

Inform Consult Involve Collaborate Empower

4c. How will you engage those most impacted? Describe your engagement strategies. Public engagement should prioritize opportunities to empower and collaborate.

4d. What did those engaged tell you about how your bureau currently creates and/or contributes to racial inequities and disparate outcomes?

4e. What did they tell you about the potential benefits or burdens resulting from this proposal? Did they identify any unintended consequences?

4f. What did they tell you about the community needs and priorities? What results and outcomes do they want? Did they identify ways to lessen unintended consequences?

Step 5: Develop Racially Equitable Strategies and Confirm/Modify Outcomes

Steps 2-4 should be reviewed for what they tell you about disparities, impacts, barriers to access, community needs, and priorities. This will help recalibrate your results and outcomes, which then inform the development of new strategies.

5a. Given what you have learned, how will the proposal increase and/or decrease racial equity? List tradeoffs if any.

5b. Are there more equitable results and outcomes to aim for than what you proposed in step 1? If so, revise accordingly.

5c. Draft strategies to advance racial equity or lessen unintended consequences, identifying which communities of color benefit from each strategy. Are there changes to your proposal? Are there complimentary/additional strategies to your proposal? Rank their effectiveness and feasibility.

Proposal Changes			
	High feasibility	Medium feasibility	Low feasibility
High effectiveness			
Medium effectiveness			
High effectiveness			

Mitigation Strategies			
	High feasibility	Medium feasibility	Low feasibility
High effectiveness			
Medium effectiveness			
High effectiveness			

Complimentary Strategies			
	High feasibility	Medium feasibility	Low feasibility
High effectiveness			
Medium effectiveness			
High effectiveness			

5d. How did you select each strategy? Does a strategy align with what you heard in step 4? Is a strategy a known best practice?

Step 6: Implement Changes

6a. What changes do you recommend for your proposal? Describe the changes and any other alternatives for decision makers.

6b. What is the plan for implementation? Resources (budget & staff), engagement, communications, accountability, etc.

6c. What support and authority do you need to make the changes?

Step 7: Evaluate / Accountability / Report Back

7a. How will impacts and performance be documented, evaluated, and reported? What methodology will you use?

7b. What are your messages and communications strategies that will help advance racial equity?

7c. How will you continue to partner and deepen relationships with communities of color to make sure your proposal is working and sustainable for the long haul?

Director Signature: _____ Date: _____